

PROJECT OVERSIGHT REPORT

Statewide Automated Child Welfare Information System
(SACWIS)
Department of Social and Health Services (DSHS)

Report as of Date:
April 2005

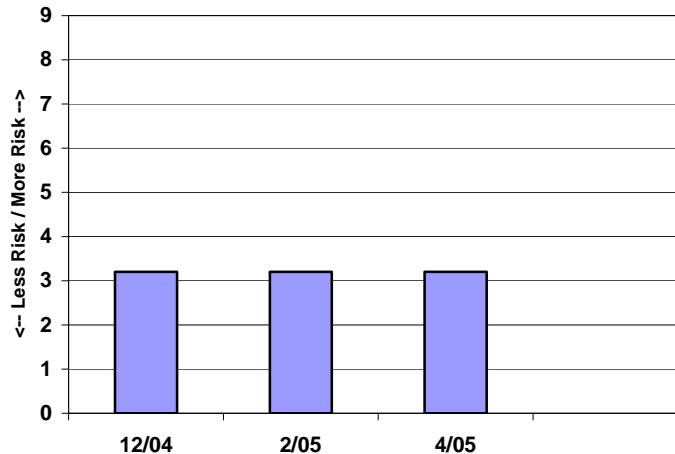
Project Manager: Joe Boyles
Project Director: Dawn Tatman
Executive Sponsor: Liz Dunbar, Assistant Secretary

MOSTD Staff: Tom Parma
(360) 902-3552
tparma@dis.wa.gov

Severity/Risk Rating: High (high severity, high risk)

Oversight: Level 3 – ISB

Project Risk Assessment



Staff Recommendations: No recommendations at this time. The project is in the requirements definition and planning phase.

Report Synopsis: The federal organization partially funding this project, the Administration for Children and Families (ACF), is supporting DSHS' replacement of its existing system. DSHS has modified the project plan based on these anticipated funding levels. Business requirements definition activities are continuing with current resources; the RFP for a systems integrator has been delayed. The schedule impact, based on the current information, is six months. Once the funding for the upcoming biennium is determined, project plans will be finalized. DSHS has contracted for the project manager's position as well as a technical design architect manager.

Variances:

Schedule: None.

Budget/Cost: None.

Scope: None.

Resources: None.

Risks/Mitigation Tasks:

Project management has identified and is tracking the following risks:

ID	Risk	Probability / Severity	Mitigation Strategy
1	Project schedule	Med/Med	<ul style="list-style-type: none"> Review transfer projects in other states Right project team; contract for state's project manager Maintain executive support and involvement Develop, and manage to, detailed work plan
2	Funding	Med/Med	<ul style="list-style-type: none"> Phase the design, development, and implementation efforts (that is, the project will attempt to accomplish as much as possible given the available funds).
3	Scope	Med/Med	<ul style="list-style-type: none"> Set expectations early; communicate Employ structured change control process Use QA vendor
4	Conversion	Low/High	<ul style="list-style-type: none"> Data integrity clean up already in process Identify data issues early

New SACWIS Technology: DSHS intends to replace the current CICS, Adabas/Natural mainframe and Delphi client/server systems with n-tier web-based technology.

Budget: The DSHS investment plan estimated the project cost at \$30.6 million.

Background Information

Information about allegations of child abuse and neglect, investigations, risk assessments, service plans, and service providers is managed in the CAMIS, Children's Administration (CA) statewide child welfare information system. Over 2,700 intake workers, investigators, caseworkers, business managers and others across the state use CAMIS to manage over 30,000 open child welfare cases. CAMIS was developed over 15 years ago to support business processes established in the 1980s.

CAMIS is not meeting CA's current needs. For example, CAMIS cannot:

- Link service plans to risk assessments, e.g., automatically prioritize services to address highest risks.
- Identify services with the greatest likelihood of achieving desired outcomes, e.g. permanently placing a child in a home.
- Address critical deficiencies identified in the failed Federal audit, e.g. implement contract reform to pay providers for achieving desired outcomes as opposed to capacity.
- Meet Braam lawsuit requirements to track and reduce the number of placement changes for children in CA's care.

CAMIS lacks financial controls required to establish a spending baseline and hold headquarters and field staff accountable to a budget. CAMIS lacks the financial controls to support CA's budgeting, forecasting, payment processing (including reconciliation) and contract management needs. For example, the system lacks the ability to prevent providers from receiving payments that exceed their total contract value and from receiving duplicate payments. Lack of information system support has resulted in manually intensive and inefficient processes.

In addition, CAMIS is at risk of failing due to its dated technology. Critical CAMIS components are no longer supported by the product vendor and may prevent other components from being upgraded. The cost of replacing these components is prohibitive.

In order to provide transparency (to tie taxpayer dollars to service delivery outcomes) and meet both Federal and Braam lawsuit requirements, CA must implement data-driven management and performance systems and support these systems with new information technology.

A feasibility study concluded that proven replacement systems are available in the marketplace to address the need to integrate worker, case, and financial data that would enable CA to provide the data-driven performance monitoring and management called for in the Government Management and Accountability Program.